

# **WHITHER PARTNERSHIP**



**NEW SYNONYMS OF DEVELOPMENT**

**DR. K. RAJARATNAM**



**Community Health Cell**  
*Library and Documentation Unit*  
**BANGALORE**

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# Editorial

One of the most puzzling questions in a partnership is "who calls who partner"! Not very many people really bothered to answer this question for, the answer is quite obvious. Now we have reached a critical point in our partnership history, a moment of destiny where we need to make our answers more explicit.

The dusk of the century is not the same as the dawn. Though the nations of the world were getting sharply divided on geo-physical or geo-political grounds in the early decades, the enormous scientific and technological inventions promised new horizons of development and the spread of knowledge and awareness. But the context of the nineties is one of despair and hopelessness — growing divisions, conflicts and disintegration of people and the emergence of local as well as global unipolar institutions. Amidst all these, what could be more imaginative and fresh in building bridges is in our ability to make our partnership real and relevant.

Perhaps there are certain hallmarks of partnership that need to be nurtured and promoted. Real partnership begins

- where partners mutually agree and covenant to be in a relationship of total mutuality and sharing.
- where the integrity of the other is respected and affirmed.
- where all partners participate in each others decision making processes.
- where the intensity of partnership affects all dimensions of life of each other.
- where there is complete and open interdependence.
- where partnership implies that the people of the North remain in solidarity with the people of the South and vice versa.

This is a report of the National consultation which was convened by the Centre for Research on New International Economic Order on the 19th and 20th February, 1993, at Madras, to discuss the Nature and Needs of Partnership.

*Bennet Benjamin*



# Global Development Partners for the 21st Century

## KEYNOTE ADDRESS

**S**ome of us in India, engaged in the development of the country's rural/tribal people in the voluntary sector, are greatly beholden to our overseas partners that have stood by us and enabled us to translate our commitment into meaningful, in many cases satisfying action.

The nature of partnership — Indian partnership with overseas development agencies, has taken many turns and shapes. The course of this partnership may not have been smooth. Despite inexperience, ignorance, uncertainty on both sides, the partnership in question has proved two things:

- It has resulted in creating a hope among the partners — Indian and overseas, and among the people we serve, that the presence of NGOs on the rural/tribal scene in India could perhaps be the last hope for the vastly deteriorating conditions of poverty in India both qualitatively and quantitatively, and
- The partnership must be based on dignity and integrity of both partners.

As the 21st century dawns upon us, having been engaged in partnership over half a century by then, we should make it clear to ourselves whether an NGO's presence in the rural/tribal scene really constitutes the hope of the rural/tribal masses, and whether the dignity and integrity amongst partners are the real pillars of the partnership.

So far, the partnership models have been many and varied. Whatever they might be in future, we must make sure that we march forward into the 21st century with partnership models

that reflect maturity, responsibility and of course dignity. These elements are crucial.

The partnership should not be based on the following aspects:

- Funding agency is a giver and Development agency is a receiver, and
- Funding agency is a contributing agency and the implementing agency is a subject of the former. On the contrary, it should be clearly recognised that more than the staff of the funding agency, the staff and workers of the implementing agency are subjected to untold sacrifice to themselves, their families and their children, for the sake of their commitment to the people. Money is important — nay very important, but those who provide money do not call the tune under any circumstances.

The provider of money and the people who undergo sacrifices to use that money, at least are equal (are they?). For these reasons, their partnership must be based on dignity, trust and integrity.

There has been a gradual evolution in implementing these elements of dignity, trust and integrity in the partnership models introduced over the past four or five decades, like package, round table and lately, a fantastic model of grassroot partnership with Funding agency through a model called Orissa Drought Action Forum. The Lutherans in India are asking for block grants, a model that reflects trust, dignity and expectation of utmost integrity. The Lutherans have assured the funding agencies that every paise will be accounted for, legally in the block grant system.



is the time to evolve models of funding through our partnership which would indicate:

movement forward in our partnership and certainly not backward;

mutual trust, integrity, above all dignity in partnership.

evaluation process also requires integrity on both sides. Funding and Evaluation processes to be redefined and new models that reflect dignity and integrity of the partners must be evolved. They must be something different from what we are used to, so far.

is a serious setback to the process of evolution of mutually trustworthy partnership, if funding agencies unilaterally take retrograde steps in the name of proper accountability. On the other hand, we should be able to discuss effectively

the factors that cause situations where accountability is found wanting. It should also be examined to what extent the unilateral over-enthusiasms with favourite partners lead to sudden disillusion, leading to frantic measures to control. The funding agencies, norms and criteria also have to come under scrutiny.

To examine all these concerns, I have invited you, Church leaders and NGO leaders, for this consultation. I hope our deliberations on the Nature and Needs of Partnership will result in the exploration of new models of partnership based on integrity, dignity and commitment.

Dr. K. Rajaratnam

Convenor, Consultation of Nature and

Needs of partnership;

Director

Centre for Research on New International

Economic Order, Madras.

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## Needs of Partnership

SPEAKERS : REV. MS, PRASANNA KUMARI

PROF. SARAL K CHATTERJI

**R**ev. Prasanna Kumari highlighted the lack of roles for women in the area of partnership while identifying a serious need in facilitating the process, by encouraging and involving more women in the partnership process. She raised some serious concerns as to the discrimination against women in the existing system of allocations have been taken for granted. She called for a qualitative change in women's participation in all development spheres.

women, she adds, have always been seen as weaker partners in any partnership

model, be it in the family or other areas of relationships. 'Women should be recognised as active and equal partners in this search of new models of partnership, particularly in development activities. Even in the event of Block Grants being made available for development activities in India, women should be given a very high priority and profile in the planning and implementation of the resources. Women at many levels, she adds, must have increased access to resources which would enable them to plan and involve in meaningful development work.



Speaking on evaluation, she observed that the process of evaluation should not become an implementation of control but one which should promote genuine understanding and partnership. She also urged the Indian NGOs to encourage and facilitate programmes based on women to women partnership.

Proposing a new model, considering seriously the women's role in such ventures, she identified equality, dignity and transparency as the basic ingredients of partnership. This, she affirmed, will promote understanding each others' roles, responsibilities and contexts.

Prof. Saral Chatterji described at length the present context of the country in which this complex role of partnership is to be redefined. He said that 'we are passing through one of the most crucial periods of history in which prejudices, communal feelings, and religio-facist tendencies are affecting our so called culture and the nation at large. Partnership, hence must have an ideological basis. Such an ideological process, he opined, would lead to greater solidarity amongst ourselves and among our partners. In all this socio-political people's movements, solidarity becomes the single most crucial factor, he added.

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## Models of Partnership

### A Panel Presentation

MRS. AMRIT CHANDULAL, MR. JOE MADIATH, MR. STANLEY WILLIAMS

**M**s. Amrit Chandulal, the first speaker in the panel presentation traced the history of development action through her experiences while working with the Synodical Board of Social Service of the Church of North India, Amristar Diocese. She focussed the discussion on the models of the existing partnership. She reasserted the active role played by the people in the dynamics of partnership. She said, 'The main partners are the people and at times the organisation was able to dictate terms and conditions to the donor agency on programme components and other areas of project management and administration. Any partnership model should make room for a stronger and an explicit participation of the people, be it through the village leaders or representatives of the people.' This, according to her, should be recognised as

a significant aspect of development partnership eventually leading to meaningful development intervention and activity.

Mr. Stanley Williams, speaking on the models of partnership, pointed some existing myths. One of the issues which he highlighted was on the issue of genuine partnership which according to him did not exist. He traced the models of partnership which existed in the past, imposed especially the model wherein the agencies programme on the people specifically in the context of the Church. Even after independence, he quipped, this has not changed. Hence, he identified the need to develop a new and bold vision of partnership.

Any model which is an acceptable by all concerned, should be based on the people, their strength and their potential. People-centered partnership will only strengthen the existing



network and the developmental intervention, people were the central factor of all development activity, he stressed.

He raised the following fundamental questions in relation to the existing partnership models, which according to him needed to be discussed in a very open and in frank atmosphere.

Are we in a position to define the principles of partnership?

Why do we link partnership with financial resources?

Why do NGOs in the field mistrust each other?

Who are our real partners?

What is the criteria of partnership?

These he said, would not only focus on the basic issues involved but would also give the NGOs an opportunity for retrospection.

Mr. Joe Madiath, the last speaker of the Panel presentation, spoke on certain, 'unbelievable forms' which can be seen in the present partnership scenario. He compared a 'pair of

the bullocks of a cart' as a new partnership model and an ideal form of partnership where the activities are well understood, coordinated and tasks clarified. The intricacies and the complexities of the existing partnership unfortunately he said, were based on certain hypocritical tendencies which cause much concern. Speaking on the role of consultants, for example, he questioned the realism of the possibilities of consultants who come from outside the project area and who claim that they grasp our knowledge of the development activity of the Project within a very short period of time, say in two or three days. Similarly in the areas of evaluation he questioned the process in which teams of individuals evaluate a thirteen year old project, for example, within a few days. This he says is plainly inhuman and against all human comprehension. Speaking on transparency, he said that it should exist at all levels and components of the partnership process including donors, NGOs, people of the village and the government.

He summarised his presentation with the following prayer:

## A Prayer on Partnership

JOE MADIATH

O God,  
Save us from a partnership where  
human beings are just numbers  
Development is cold rattling statistics  
Where achievement is measured by climbing  
naky graphs  
Where success is calculated by the language  
one has command over  
Where power is measured in terms of the  
money one has or based on one's connections.

O God,  
Save us from a partnership  
Where accountability is slick accounting  
Transparency is a one way vision  
Where evaluation is used as a tool of  
oppression  
Not as a methodology for participatory  
learning.  
Amen.



# On Partnership

### Preamble

There is no equality in partnership. In reality Donor Agencies want to control. NGOs in India do not have a clear view of the objectives of Donor Agencies. The sacrifices that the NGOs make for the cause of the people are not being recognised by the partner agencies. NGOs in India are often making compromises because of their need to have the funds. Mutual respect, dignity and transparency on both the parties are necessary preconditions for a meaningful partnership.

### Group Task

- Concepts of partnership
- Levels of partnership
- Suggestions, recommendations, resolutions (for follow-up)

### Members of the Group

- Bishop B.D. Bagh
- Mr. Bhusan Benya
- Mr. P.K. chakraborty
- Mr. Cherian Mathew
- Mr. Manoj K Pradhan
- Mr. Saral K. Chatterji
- Bishop Nirmal Minz - Convenor
- Mr. Uday Shankar
- Bishop T.S.R. Topno
- Mr. Satyanarayana
- Mr. P.J. Chacko
- Mr. Chandran Paul Martin

The group has accepted the preamble with the changes in the words "Donor Agencies". Instead of "Donor Agencies" the group preferred the word "Resource Agencies".

Again the group made a change in the word "parties" to the "partners".

The group also discussed on the type of relationship. The partner should believe in people — people of the north — people of the South/NGOs of the North — NGOs of the South/Governments of the North — Governments of the South.

### Why partnership?

The economic imbalance in the world is a result of cumulative and systematic exploitation by the North of the South. This calls for moral and political responsibilities to share the resources available in the North with the South.

### Principles governing partnership

Equality, mutuality and concern for justice should be the basis of the partnership.

Mutual respect, dignity, openness must be maintained in the partnership.

People's needs, aspirations and dignity should be given recognition, while entering into a partnership.

The partners who enter into a partnership should be aware of their diversity i.e. geo-political and socio-cultural realities of each other's countries.

### Styles of Partnership

The styles of partnership should provide transparency in communication by way of openness and mutual trust.



### Model of partnership

The group proposal, the ODAF model as an alternative partnership model. However, the model needs to be remodified as per the requirements and demands of the situation.

### Levels of partnership

The group identified three levels of partnership i.e. people to people, staff to staff and leader to leader.

### Suggestions and recommendations

The group strongly recommends to adopt the preamble with the above mentioned changes.

People's (specifically dalits, tribals, women, children) needs, aspirations and participation have to be recognised in all forms of partnership.

Networking among the NGOs should be strengthened to advocate the principle, models and levels of partnership.

## Group II

# On Transparency/ Accountability

### Preamble

Development Agencies should recognise that accountability and accounting are two different aspects. Donor Agencies too must be transparent. For e.g., if they have used the project material to raise funds, then, to whom are the donor agencies accountable? Has 'the giving' improved the quality of life and perception of the giving society? Are we informed on how the donor agencies allocate their funds for different programmes?

The participants of the consultation should form a Forum of NGOs and persuade the resource agencies to make the provision of block grant at the Forum's disposal.

The block grant should be monitored and managed by the members of the above Forum.

International networking of people's movements should be established and resource agencies must be encouraged to support the people's movements in the south.

The network of NGOs should not lead to or create a situation where one particular NGO or group of NGOs tend to function as a resource agency.

Partnership should not be limited to North-South but to South-South also.

There should be a dignified way of information sharing among the partners.

The staff of NGOs should be provided with social security measures as a recognition of their sacrifices.

Evaluation should not be used as an instrument of implementing hidden agenda of donors. Self evaluation by the Project is most ideal and to be encouraged at all times. The right of the NGOs to scrutinise the credentials of the evaluators before the evaluation commences needs to be established.

### Group Tasks

- Dimensions of transparency/accountability
- Levels of transparency/accountability



- Procedures for transparency (methods).
- Suggestions, recommendations, resolutions.

### Members of the Group

- Mrs. Glory Vijayakumar
- Mr. Sridip Sircar
- Mr. Aditya Patnaik — Convenor
- Mr. D Santhosh
- Mr. P.V. Mall
- Mr. Ajay Biswas
- Bishop S.J. Theodore
- Mr. Sankarsama Hota
- Mr. Dhananjoy Batabyal
- Mr. George Varghese
- Dr. Jayakar Babu
- Mr. Stanley Williams
- Bishop M. Azariah

The group agreed with the outline of preamble and ideas given by the Steering Committee.

### Transparency

According to the group, when there is transparency, there is openness and there is no element of fear. There is free communication among all concerned. There is mutual respect and relationship based on the spirit of equality and dignity. When there is transparency, there is constant effort to improve mutual understanding through discussions of policy, methodology, etc.

**Briefly, transparency to the group means:**

Partners make their ideology/objective/ methodology/ motive made known to all concerns. (There is no hidden motive or agenda).

The partners can allow each other to act fearlessly and at harmony with such declared goals and motives.

Partners must allow their actions to be scrutinised without fear or threat.

### Resolution

“The group resolves that in future transparency should be the foundation for genuine partnership at all levels.”

### Accountability

This is to be demanded of all parties. We must become more accountable to the people.

People must be given the opportunity to be subjects of history and not the objects of history. Accountability must not be understood in terms of funding and/or financial accountability, but it should be understood in the context to our actions and what we do.

Social accountability or accountability with the people is primary. Accountability stands for truth and honesty to our commitment and to which we stand for.

It must be equal and mutual and should be based on common values and goals and reduce the gap between values preached and values practised.

### Resolution

“The group resolves to reiterate that accountability goes beyond financial accountating and calls upon all partners to be accountable in the process of development”.

### Evaluation

The term of evaluation should mean or be redefined as a process of review, repentance and renewal.



uation should be in-built in the project  
m. There is an evaluation phobia among  
ient agencies because it often threatens  
existence and future prospects.

#### olution

e group resolves that the evaluation  
dn't be considered a statutory requirement  
unding and should not be imposed, on the  
ient agencies. Otherwise it becomes an

### roup III

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## On Common Forum

#### amble

he NGOs are united, they can have a  
ter impact on Donor Agencies policies and  
cision making. NGOs need to have a  
ective infrastructure. Propose for a Block  
ant for such initiatives so as to make  
isions that are truly based on priorities of  
NGOs in relation to people's vision and  
eds. The Forum (collective) should also be  
a position to influence the policies of the  
vernment and obtain government resources  
he same time without compromising on the  
ectives of the collective. We should have  
uine transparency amongst the NGOs.

#### oup Task

Nature and Need of the Common Forum

Functions of Common Forum (Role and  
responsibilities)

Sugesstions, recommendations and  
olutions.

instrument of threat and mistrust. Further the  
group resolves that evaluation should be a  
continuous process of introspection and  
retrospection on the part of all partners".

Evaluation by professionals entirely and  
selected by oneside tantamount, improving  
norms and objectives on recipient agencies,  
not conducive to mutual understanding and  
sharing of concerns. Unilateral decisions on  
composition and terms of reference of  
Evaluation Team do not refer to partnership.

#### Members of the Group

- Rev. Ms. Prasanna Kumari
- Mr. Joe Madiath
- Mrs. A. Chandu Lal
- Mr. Paul Vijayakumar
- Mr. P Saminathan — Convenor
- Dr. James Massey
- Mrs. Jyotsna Chatterji
- Rev. K. Nathaniel
- Bishop D. Pothirajulu
- Mr. N. Patra
- Mr. Ashwinee Kumar
- Dr. K. Rajaratnam

#### Partnership

Why do we need a Common Forum

- There is a definite need for a common  
Forum, based on common thinking, common  
concerns and common ideology.



There is also a need to gain collective strength as NGOs.

There are large and small NGOs in size and therefore there is a need for mutual support in terms bargaining and resource sharing.

To weed out the negative forces opetating the progress of NGOs through this collective action or forums.

### **Function of Common Forum — Roles and Responsibilities**

To exchange ideas, experiences and expertise among each other.

To provide project advisory services/ consultancy and also help in evaluation, accountability and training.

To facilitate the members by negotiating with governments and other partners.

To build up a common fund for this structure for the purpose of emergency use in the need of member NGOs.

This Forum should encourage women's participation on par with men.

To encourage each member organisation to come forward to help their members by way of training and field exposures.

To develop networking with other networks both within India and abroad.

To form into an advocacy group and explore the possibilities of funding both within the country and abroad.

### **The Proposed structure of this Forum**

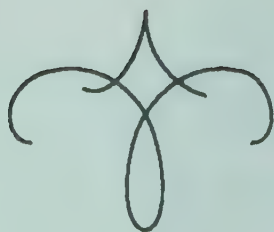
Membership: To begin with the members of this consultative body which will form as primary members of this Forum.

This Forum will request CReNIEO, Madras, to extend its organisational support.

This Forum will meet atleast once a year to make their own travel arrangements as part of their involvement.

The members of this Forum have decided to hold the next meeting (tentatively) in the third week of August 1993 wherein the concrete suggestion and follow up plans will be worked out.

This Forum will organise a dialogue with partners abroad in November 1993 tentatively as a first step of strengthening the partnership.



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## Resolution

**T**he following resolution was adopted in the plenary session of the Consultation on Nature and Needs of Partnership held on 19th and 20th of February 1993 at Church Women's Centre, Madras.

"It is hereby unanimously resolved to inaugurate the Common Forum of Development Partners from this 20th day to February 1993 and further resolve to adopt the Roles and Responsibilities and the proposed structure of the same. (As in the report of Group III on Common Forum).

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## Observation

**T**he members of the Common Forum observed that in recent times, there had been some consultation held in India on behalf of some resource agencies such as EZE, etc. on financial monitoring, evaluation, etc. in an atmosphere of secrecy and hurry and without proper consultation with their partners.

While the Common Forum, recognises the need for discussion on such important matters, it felt that the same could have been

conducted with maximum participation by partners in India and in an open manner. Therefore, members of the Common Forum would like to stress the point that the recommendations of such hurriedly convened meetings are not binding on any member of this Forum. It was also felt that in the interest of NGOs in India, who are willing to be channels of resource agencies may be politely warned that they can do so at the risk of losing their own credibility.





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# Consultation Statement

**W**e, the members of the Consultation on the Nature and Needs of Partnership representing various Church and Development Organisations from all over India, met in the Church Women's Centre, Madras on February 19th and 20th, 1993 and after deliberating upon the above said theme give to ourselves and to the colleagues and partners in development in India and abroad, the following statement for study, adoption and practice.

We have met in Madras at a time when the development scenario is a passing through a critical phase both locally and globally in all the spheres affecting the life of the people and institutions. Several decades of development action has not produced the desired results, of removing poverty, ill health, unemployment, inequality and environmental degradation. Though the NGO interventions have from time to time sent forth rays of hope, they only remained satellitic and isolated examples. Much has to be said about the illegible way in which partnerships have emerged in the NGO sector from the point of view of the Resource Agencies abroad and Recipient Organisations here in India. Our common goals, our visions and aspirations seem to get blurred, if not blunted by abnormal and unequal partnerships on the field of resource sharing so as, for the poorest of the poor not to go anywhere closer to fulfilling their needs, their dreams and their wants.

We, therefore, realise that we stand in the threshold of a "kairotic moment", a moment

of destiny, not only for the life and work of NGOs, but the suffering humanity, wherever they are situated. We need to seize this moment and repent and rectify for our past mistakes and look for fresh and relevant models of action and cooperation.

Dr. K. Rajaratnam, the prime mover of this Consultation in his keynote address, rightly pointed out that over the past two centuries we have tested and experimented on various models of development but all along the way committed blunders that are Himalayan in character by only succeeding to please the 'donor agencies' and the vagaries of development pundits, both Indian and foreign.

Our own models based on our own histories have been blunted, but yet new and innovative models are coming forth and are seen at the horizons of the development scene. Communities are beginning to assert and therefore the NGOs are working to improve their lot. He focused the attention of participants on the emergence of a new personality of and among NGOs — a personality characterised by commitment, sacrifice and achievements. This phenomenon he said needs to be protected, promoted and proliferated.

Grasping this historical and critical juncture the participants deliberated upon a number of issues such as the study of models, methodologies, needs and priorities of partnership. Several eminent activists, theoreticians and practitioners of development spoke and reflected on these concerns through lively discussions and reactions, poignant stories and prayers. This statement highlights



one of the crucial issues that we discussed and proposed to make development partnership meaningful and relevant to all concerned, especially the people who hitherto have remained only passive recipients of the fruits of development. Some of them are:

Partnership is to be based on the principles of equality, mutuality, integrity and transparency.

A high level of transparency is required to meet the objectives and goals of development, not only on the part of recipient organisations and communities of resources but the ones which give. It is the sharing of resources and not merely allocating.

Partnership requires in partners, to cultivate mutual respect, honour and trust on each other.

Having defined the tenets of partnership as above, the members also felt the need to form a National Forum comprising primarily of this consultation to promote partnership models and facilitate programmes of development. Hence the Common Forum was launched on

20th February, 1993. It is in this context that the members of the Common Forum observed with concern the different consultations and seminars that have been arranged in recent times by resource agencies either unilaterally or with the help of some local NGOs without due recognition to the ongoing trends in India or proper consultation with all their partners. While the Common Forum recognises the need for discussion on such matters of importance, in the true spirit of partnership, such lop-sided attitudes and practices be discontinued forthwith which might detract the attention of NGOs and development functionaries from the main issues facing them.

We commend CReNIEO for this excellent intervention at this point of time, for having made this consultation possible, and the formation of the Common Forum to all concerned. The formation of Common Forum comes at a time when the NGOs need an innovative and participatory body and those who are involved in development ministry ally in which they have confidence and courage and become meaningful partners.





## Programme Schedule

19th and 20th February 1993

19.2.1993	10.00 a.m. - 11.00 a.m.	INAUGURAL SESSION Meditations Welcome & Introduction
	11.00 a.m. - 11.30 a.m.	Coffee Break
	11.30 a.m. - 1.00 p.m.	Key-note Address on "PARTNERSHIP" - AN OVERVIEW" Dr. K. Rajaratnam Director, CReNIEO.
	3.00 p.m. - 4.30 p.m.	SESSION - I MODELS OF PARTNERSHIP (Panel Discussion) 1. Mr. Joe Madiath 2. Mrs. Amrit Chandulal 3. Mr. Stanley Williams
	4.30 p.m. - 5.00 p.m.	Tea Break
	5.00 p.m. - 6.00 p.m.	SESSION - II METHODOLOGIES OF PARTNERSHIP - Mr. Bennet Benjamin - Rev. Dr. James Massey
20.2.1993	7.00 p.m. - 8.00 p.m.	Dinner
	7.30 a.m. - 8.30 a.m.	Breakfast
	9.00 a.m. - 9.30 a.m.	Meditations
	9.30 a.m. - 11.00 a.m.	SESSION - III NEEDS OF PARTNERSHIP 1. Rev. Mrs. Prasanna Kumari 2. Prof. Saral K. Chatterji
	11.00 a.m. - 11.30 a.m.	Coffee Break
	11.30 a.m. - 12.30 p.m.	SESSION IV PRIORITIES OF PARTNERSHIP Group Discussion
	12.30 p.m. - 2.30 p.m.	Lunch Break
	2.30 p.m. - 4.30 p.m.	Plenary Session Responses and recommendations



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# Responses\*

*"I am in receipt of an invitation for the Consultation on Partnership which will be held on 19th & 20th February 1993. I would very much like to attend the Consultation; but for certain important engagements which I have in diocese, I am sorry, I am unable to be with you on 19th & 20th February. God bless the proceedings of the Consultation."*

THE RT. REV. JASON S. DHARMARAJ

BISHOP OF TIRUNELVELI DIOCESE AND DEPUTY MODERATOR,  
THE CHURCH OF SOUTH INDIA

*"I have received an invitation to participate on the Nature and Needs of Partnership scheduled on 19th & 20th February 1993. This is a subject of great interest for me but I regret very much that due to earlier important engagements, I will not be able to take part in this consultation, but would very much appreciate that I be kept in touch with future developments. I pray that it may be the beginning of bigger developments in the future."*

THE RT. REV. DR. A.C. LAL

BISHOP OF AMRITSAR DIOCESE AND MODERATOR,  
THE CHURCH OF NORTH INDIA

*"Thank you for your Invitation to the Consultation on Partnership. Unfortunately I will not be able to attend this consultation... I pray for a successful meeting."*

Rev. Dr. PARK KYUNG-SEO

ASIA DESK WORLD COUNCIL OF CHURCHES

*"Unfortunately I have already committed to attend 2 workshops during February.... So I am unable to attend this particular consultation. I wish that you all will have fruitful consultation and I request you to send me also a copy of the report of the consultation if possible."*

Y.V. MALLA REDDY

Accion Fraterna

\* From some invitees who were unable to attend the Consultation



*" Sorry for not being able to attend the meeting of consultation on partnership. "*

Most Rev. S. KISKU

MODERATOR, NORTHERN EVANGELICAL LUTHERAN CHURCH

*" Thanks for invitation in Madras to participate in Consultation on Partnership. Sorry, could not attend due to preoccupation "*

Mr. T.K. GHOSH

TAGORE SOCIETY FOR RURAL DEVELOPMENT, CALCUTTA

*" Thanks for your letter of invitation for the Consultation on Partnership to be held at Madras. I regret my inability to attend this meeting as I am preoccupied with other prior commitments during this period. Wishing all the best for the meeting. "*

Mr. F. STEPHEN

EXECUTIVE DIRECTOR, SEARCH

*" Regret inability to attend due to pressing engagements in Delhi from Fourteenth to Twentyseventh February. "*

Mr. J.B. SINGH

DIRECTOR FORRAD

*" Thank you for your invitation to the consultation on Partnership. The program looks very interesting and I think you will achieve a lot in a short time...Unfortunately it is impossible for us to take part.... Please let us have your report. We are just now discussing what mutual respect means and how we could achieve that. "*

Dr. MARAGARETHA RINGSTROM

LUTHERHJALPEN (CHURCH OF SWEDEN AID)

*" Thanks for the invitation to attend consultation on partnership on 19th & 20th February 1993. I am grateful to it, but regret my inability due to important meetings on those days. "*

Bishop S.R. THOMAS

BAREILLY EPISCOPAL AREA, THE METHODIST CHURCH IN INDIA

*" .....Thank you for your invitation to the "Consultation on Partnership". I very much welcome it and would be interested in getting all relevant papers. Unfortunately it will, however, not be possible for me to participate. "*

Mr. RAINER KRUSE

ASIA DESK / INDIA BREAD FOR THE WORLD



*"Your kind invitation, dated 8th January 1993 was delivered. I am most interested in the subject of the forth-coming Consultation in Madras and thank you for the invitation to attend... However, I regret to say that I cannot avail of your invitation in view of other engagements on that week end in February: The Tenth Session of Bombay Regional Conference is arranged to be held on 18-21 February 1993... Please accept my sincere apology and convey my good wishes to all the Consultants. From the programme, I note that many friends will be there, so I am disappointed that I cannot participate in the Consultation. "*

Bishop STANLEY E. DOWNES

BOMBAY EPISCOPAL AREA, THE METHODIST CHURCH OF INDIA

*"Many thanks for the Circular dated the 8th January '93 announcing the 'Consultation on Partnership" on the 19th & 20th February '93. I completely agree that partnership needs to be looked into the depth at this point of time. Unfortunately, during those dates I will be in Bangladesh for an ACHAN workshop and therefore I will have to deny myself the privilege of being there. "*

PREM CHANDRAN JOHN

ACHAN

*"Unable to attend meeting due to eye operation "*

The Rt. Rev. Dr. C.D. JATHANA

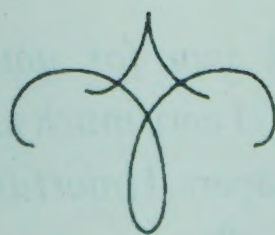
BISHOP OF KARNATAKA CENTRAL DIOCESE

CHURCH OF SOUTH INDIA

*"Due to my heavy programme planned in advance it will not be possible for me to attend your Consultation on 19-20 February 1993. I hope very much that, in future, I shall try to attend some of your important meetings. "*

The Rt. Rev. Dr. D.C. GORAI

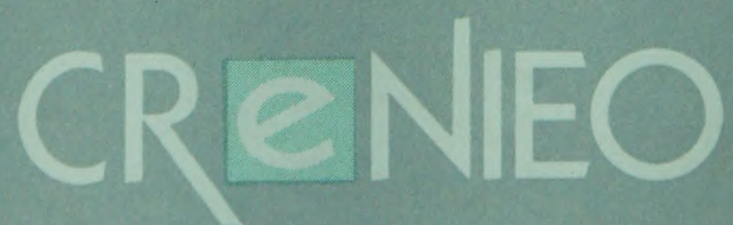
BISHOP OF CALCUTTA DIOCESE, CHURCH OF NORTH INDIA











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